ONE Virginia
Strategic Plan for Inclusive Excellence
Measurement for Change

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Overview

1. Why a metric-driven approach?
2. Metrics, indicators, evidence to improve DE&I
3. Output vs. outcome metrics
4. Sample dashboards for IE dimensions
5. Benchmarks

Why a metric-driven approach?

- Using a metric-driven approach allows us to clearly set our intention related to DE&I

- Measuring something signals that it is important

- Using a combination of quantitative metrics, qualitative indicators, and narrative allows an organization or institution to create robust initiatives that have substantial and sustained impact for marginalized groups
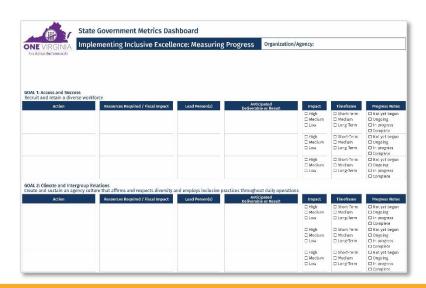
Metrics and Indicators

Metrics are typically quantitative

- Counts and percentages
- Survey results
- Rates
- *Even better if they can be expressed as trends*

Indicators can be qualitative

- Color indicators on scorecards represent completed actions

State Government Metrics Dashboard
Implementing Inclusive Excellence: Measuring Progress   Organization/Agency:

GOAL 1: Access and Success
Recruit and retain a diverse workforce

GOAL 2: Climate and Intergroup Relations
Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations

Using Metrics and Indicators to Show Evidence of Progress

Examples

- Results from focus groups
- Reports describing open-ended responses to surveys, questions or interviews
- Process mapping report
- Policy reviews

Output vs. Outcome Metrics

Output Metrics

- Related to processes and inputs (what we do and who we reach)

- Occur before changes in outcomes, indicate changes in environment

- Examples:
  - Number of program participants
  - Response time
  - Number/type of interventions implemented
  - Number of applicants
  - Satisfaction, sense of belonging
  - DFW rates in key courses

Outcomes Metrics

- Related to outputs (easier to measure but harder to improve)

- Occur as a result of initiatives and interventions

- Examples:
  - Yield rates for hiring
  - Promotion rates
  - Retention rates for faculty, staff, and students,
  - Graduation and placement rates for undergraduate and graduate/professional students

Metrics Dashboard/Scorecard

- Organizations are encouraged to customize and automate their dashboards and scorecards

- Information management tool

- Visually track key performance indicators

Sample Output Metrics

Access and Success	• Number of recruitment and hiring processes documented and analyzed for barriers • Employee response to survey items about recruitment and onboarding
Climate and Intergroup Relations	• % of employees with awareness and understanding of the organization's Principles of Community • Awareness and understanding of organizational resources related to harassment, discrimination, and identity-based violence
Training and Education	• Number and types of training offered • Participation rates in different types of training
Infrastructure and Accountability	• Units provide an annual report to senior leadership on the goals outlined in the Inclusive Excellence framework
Community Engagement	• Number of partnerships • Results of social performance with accompanying action steps

Sample Outcome Metrics

Access and Success	• Composition of applicant pools across the stages of recruitment and hiring • Composition of the organization's workforce both cross-functionally and top-down • Promotion rates for employees and leaders
Climate and Intergroup Relations	• Perceptions of the climate for diversity • Sense of belonging ratings
Training and Education	• Movement toward organizational learning goals • Percent of employees reporting they feel comfortable communicating with colleagues from different backgrounds offerings
Infrastructure and Accountability	• Evidence of integration of Inclusive Excellence into strategic plan • A mechanism for setting and monitoring continuous improvement toward Inclusive Excellence
Community Engagement	• Evidence of coordination of resources with partnering organizations • Dollars spent on philanthropic efforts related to Inclusive Excellence

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Benchmark

A standard against which to compare your progress

1. Determine where you are now – this is a baseline

2. Set a goal – this will be the benchmark against which you will judge your progress

3. Establish new benchmark as old one is achieved

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Sample Benchmark for Goal 2

Climate and Intergroup Relations
Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations

- **Objective:** Create a climate that values affirms differing perspectives and experiences

- **Metric:** Perceptions of the climate for diversity (climate app)

- **Baseline:** 60% of surveyed employees agree that the workplace environment is supportive of diversity

- **Benchmark:** 85% of surveyed employees agree that the workplace environment is supportive of diversity

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THANK YOU